



Moderator's Assignment Feedback – Process Improvement

After each series, we ask our moderators to provide a report on each assignment-based unit to identify:

- Any questions which were usually answered particularly well, including main points and qualities that characterised good answers.
- Any questions which were usually answered badly and main weaknesses in candidates' answers.
- Common errors or misconceptions made by candidates.

We hope that this will be of assistance when completing your Process Improvement assignment.

General feedback to candidates

Candidate responses show a fair understanding and application of some of the methodologies of process improvement. In the main, evidenced application, analysis of thought and more technical knowledge was less forthcoming.

Most candidates showed a basic understanding of process improvement methodologies, but their understanding was limited, particularly in the area of application. There appears to be a lack of purposeful background reading and research into process improvement which would enhance overall understanding. This would allow them to apply these methodologies to their working practice and evidence this in their assignments.

Reference to the Level 5 Learner Guidance should be made to ensure appendices are used correctly. Although the word count can be ignored in appendices their purpose is not to be used as an extension to the task response. Appendix items themselves do not attract marks. Their purpose is to provide evidence where appropriate to the content of the task response, this is of particular importance in task 3.

It is worth noting that the 'areas for consideration' within each task should be seen as a guide to example content and level and candidates are not obliged to cover each of the items within it. The ability to select appropriate methodologies and develop, analyse and apply them effectively is a requirement at level 5.

Candidates are encouraged to include a concise introduction to the business and department, as appropriate, at the start of the assignment which provides useful context.

Candidates should use the mark scheme as a check to ensure key requirements have been included in their assignment.

Feedback for each assignment question

Task1. Use appropriate process improvement methodologies to monitor current business processes within your area of work . Use your findings to identify a process area for improvement.

T1 – Most candidates were able to identify some methodologies, however, simply including a generic description of multiple theories should be avoided and does not gain marks. Those that chose and justified a select number of theories and applied these to monitor processes effectively, fared better. There was, in the main, a lack of consideration regarding stakeholders and work quality which is required for a higher pass grade.

Candidates critically should clearly identify an area of process for improvement that will flow through into tasks 2 and 3.

Task 2. Working with relevant stakeholders, use appropriate process improvement techniques to recommend and justify improvements to the selected process.

T2 – Most candidates could use techniques to recommend adaptations to a current process, with some consideration of impact. Stronger answers showed clear stakeholder involvement and analysis of effect.

Candidates who used a selection of the tools from the areas for consideration and applied these to the adaptations and changes, achieved higher marks. Those who simply described various techniques without applying these to the specific process fared less well.

Task 3- Create a valid business case for implementing your selected process improvement. Place your answer in a format that is suitable for pitching to relevant stakeholders. Use your pitch to justify the content and approach you have taken. Support this by appropriately evidencing a comprehensive implementation plan in an Appendix.

T3 – This task flows naturally from the content of the previous task. Where task 2 were poorly answered, candidates struggled to format a reasonable response in this task. Responses to this task, to achieve a pass grade or higher must link back to findings in the earlier tasks.

Candidates who did not follow the format of the task requirements achieved a low mark. The starting point to this task is a format that can be 'sold' to stakeholders. This should then be supported by an implementation plan in an appendix. It must be remembered, as stated in the general feedback, that the implementation plan in the appendix will not in itself secure any marks. The contents of the plan should, of course, be referred to in the main response.

Candidates that provide a strong formatted action plan with SMART objectives and post implementation actions gain the highest marks